

## **I. Executive Summary**

The Housing Master Plan is the result of recommendations found in the CRAG Report and the Andersen Housing Performance Review. Both documents indicate the need for an overall plan to guide housing development in the City of San Antonio. The development of the Master Plan was timed to coincide with the holding of San Antonio's first Housing Summit. Information presented at the Housing Summit, as well as concerns voiced by Summit participants, played a large role in fashioning the goals and objectives found in the Master Plan and helped construct some of the recommendations that follow.

The Housing Master Plan has eight sections, the first is this Executive Summary. The second states the purpose of the Master Plan. The third section provides a look at the goals and objectives of the Master Plan. The fourth section provides a baseline understanding of current conditions found in San Antonio, looking at the high points of the Housing Market Analysis, performed in conjunction with the Housing Master Plan, and the City of San Antonio's Continuum of Care, and presents a definition of affordable housing that underscores the analysis. The fifth section relates aspects of the planning process for the development of the Master Plan, including summaries of the strategic planning sessions held in March and the Housing Summit, and recommendations from the CRAG Report and the Andersen Housing Performance Review. Section six puts forward a group of strategies that address issues developed through the identification of goals and objectives. Section seven provides recommendations concerning the retooling of programs and processes to enable implementation of the recommendations. The final section provides implementation suggestions along with proposed timelines for the implementation process.

The remainder of the executive summary will provide major recommendations found in the Housing Master Plan corresponding to the goals and objectives as outlined in Section III. These goals and objectives were developed through examination of past planning documents, such as the CRAG Report and the Housing Performance Review, as well as key interviews, the Housing Summit, and Strategic Planning Sessions. Recommendations are provided to address issues identified in these objectives. Page numbers are provided with each recommendation to allow the reader easy reference to the analysis and details of the recommendations.

## ***Goal 1: Expand affordable housing opportunities.***

**Objective 1.1:** Rehabilitate existing single and multifamily housing units to provide additional housing units.

- **Recommendation:** Facilitate self-help, corporate, and community rehabilitation initiatives through the establishment of a non-profit organization whose primary function is the organization and scheduling of “Christmas in April” type of housing repair activities (p. 109)
- **Recommendation:** Utilize HARP as an outlet for homes purchased through the Cottage Housing Model. Homes purchased by the City would receive rehabilitation assistance from Fannie Mae contractors and sold to qualified homebuyers (p. 136).
- **Recommendation:** Develop a Shared Housing Model project utilizing a rehabilitated house as an intergenerational housing opportunity (p. 142).

**Objective 1.2:** Provide infill housing development to provide new housing stock in older neighborhoods.

- **Recommendation:** Expand existing infill housing opportunities through the use of modular/factory built housing (p. 137).
- **Recommendation:** Facilitate infill housing opportunities through the development of infill housing partnerships as described in the Infill Housing Partnership Model (p. 172).
- **Recommendation:** Protect potential infill housing development sites through the placement of utility connections in easily accessible locations prior to the construction of new streets in older neighborhoods (p. 103).

**Objective 1.3:** Support non-profit housing providers through the provision of capacity building and technical assistance.

- **Recommendation:** Develop a Capacity Building Program, funded through the HOME CHDO Set-Aside and private contributions, to provide technical assistance, training, and networking opportunities to non-profit housing development organizations (p.111).

- **Recommendation:** Establish a new non-profit corporation to administer the Capacity Building Program and coordinate self-help initiatives (p. 109).

**Objective 1.4:** Increase the participation of community and faith-based organizations in revitalization efforts.

- **Recommendation:** Provide a centralized warehouse of tools and donated building materials for use by organizations participating in “Christmas in April” type housing repair projects (p. 111).
- **Recommendation:** Hold annual Housing Summits (p. 114).

**Objective 1.5:** Establish a standard allotment of CDBG funding to support housing development.

- **Recommendation:** City Council should establish set percentages for each funding category for use of CDBG funds (housing, public service, capital improvements, etc.) to be available each funding year (p. 94).
- **Recommendation:** Request for Proposals for each CDBG funding year should provide details of the standard allotments for each category (p. 146).

**Objective 1.6:** Continue to redefine SADA’s role in revitalization efforts to take advantage of their unique powers for land acquisition and land assembly.

- **Recommendation:** Designate SADA as a citywide “Land Assembly Authority” and assign them the task of receiving and maintaining property for future development in targeted areas throughout the city (p. 86).
- **Recommendation:** Charge SADA with coordination of vacant lot inventory from City surplus property and tax foreclosures, acquisitions from private ownership, eminent domain acquisitions for redevelopment, donated properties from private owners, and other properties bought or received by the City and other taxing agencies as described in the Neighborhood Revitalization Land Assembly Partnership Model (p. 175).

**Objective 1.7:** Increase resources dedicated to housing and revitalization.

- **Recommendation:** Utilize opportunities to expand financial resources through the use of a wider variety of financial tools (p. 89).
- **Recommendation:** Utilize Section 108 Loan Guarantees as gap financing for downtown housing projects (p. 128).
- **Recommendation:** Work with the military installations in San Antonio to develop an Employer Assisted Housing Model to aid in finding appropriate housing for military staff and their families (p. 140).

**Objective 1.8:** Expand housing rehabilitation efforts utilizing volunteer support and resources.

- **Recommendation:** Establish a tool lending library and centralized materials warehouse for donated materials to support neighborhood self-help initiatives and “Christmas in April” type community service projects. (p. 111).
- **Recommendation:** Utilize non-profit organization formed to provide capacity building services to coordinate self-help, corporate, and community-based revitalization initiatives through the provision of organizational assistance, client identification, and scheduling of work crews (p. 109).

***Goal 2: Expand special needs housing opportunities.***

**Objective 2.1:** Develop alternatives to the traditional housing development models to serve special needs populations.

- **Recommendation:** Examine cottage housing, granny flats, duplexes, triplexes, and quadraplexes as an alternative to traditional special needs housing (p. 96).

**Objective 2.2:** Continue to stimulate a spirit of cooperation among service providers through the Continuum of Care process.

- **Recommendation:** Provide assistance in the development of funding proposals for the Supportive Housing Grant applications (p. 118).

**Objective 2.3:** Work with special needs providers to establish relationships with other funding sources and assist in the development of their funding proposals.

- **Recommendation:** Utilizing Capacity Building Program networking opportunities as an opportunity to expand funding from private funding sources for special needs projects (p. 118).

**Objective 2.4:** Work with neighborhood associations to relieve Not In My Back Yard (NIMBY) attitudes.

- **Recommendation:** Utilize non-profit organization created to run self-help programs and Capacity Building Program to work to counter NIMBY attitudes (p. 118).

***Goal 3: Encourage desirable housing development projects.***

**Objective 3.1:** Stimulate increased production of units for downtown housing development.

- **Recommendation:** Create development incentives through the use of Section 108 Loan Guarantees to encourage downtown housing development activities (p. 128).
- **Recommendation:** Expand the concept of downtown to include inner-city neighborhoods where redevelopment could serve the downtown labor pool (p. 128).
- **Recommendation:** Provide an Incentive Toolkit to offer developers to work on downtown projects (p. 129).

**Objective 3.2:** Encourage mix-use development inside Loop 410.

- **Recommendation:** Utilize mixed-use development concepts to provide walkable community opportunities (p. 132).

**Objective 3.3:** Develop a program in support of Sustainable Development.

- **Recommendation:** Evaluate the Sustainable Communities Initiative operated by the City of Austin for adaptation to the City of San Antonio (p. 131).

**Objective 3.4:** Encourage adaptive reuse projects.

- **Recommendation:** Customize the Incentive Toolkit to make adaptive reuse projects in downtown areas more attractive to developers (p. 129).
- **Recommendation:** Develop a Section 108 Loan Guarantee incentive program for downtown housing that promotes adaptive reuse for housing opportunities (p. 128).

**Objective 3.5:** Encourage retail and supportive services in close proximity to inner-city housing initiatives.

- **Recommendation:** Promote near downtown neighborhoods to retail service outlets for future expansion opportunities through the expansion of incentives to businesses (p. 130).

**Objective 3.6:** Encourage the design and development of Walkable Communities.

- **Recommendation:** Utilize mixed-use development concepts to provide walkable community opportunities (p. 132).
- **Recommendation:** Encourage the use of Location Efficient Mortgages where public transportation allows less dependence on automobiles (p. 132).

**Objective 3.7:** Assist developers with removing barriers in the development process.

- **Recommendation:** Develop an attitude of partnership with developers that foster a desire of all parties to work towards common goals with the creation of an ombudsman position in the inspection and permitting office to work with developers as a problem solver (p. 129).

- **Recommendation:** Take advantage of SADA’s power of eminent domain to assist developers working on downtown and affordable housing projects with their land assembly process (p. 86).

**Objective 3.8:** Implement Incentive Toolkit and expand the use of TIF, PID, tax abatement, and fee abatements as incentives for desirable housing development.

- **Recommendation:** Adapt the Incentive Toolkit to encourage housing development in downtown and near downtown neighborhoods (p. 129).
- **Recommendation:** Widen the variety of financial tools utilized in housing development to include previously untried or underutilized products (p. 89).
- **Recommendation:** Designate the San Antonio Housing Trust as the responsible agency for Section 108, PID, TIF, tax abatement, Trust Fund, and other financial tools as available (p. 164).

**Objective 3.9:** Encourage infill housing production.

- **Recommendation:** Work with developers through the Infill Housing Partnership Model to encourage development of available vacant lots (p. 172).

***Goal 4: Encourage the development of partnerships between developers, financial institutions and non-profit agencies.***

**Objective 4.1:** Establish short and long-term goals and evaluate progress in an annual gathering of housing interests.

- **Recommendation:** Establish the Housing Summit as an annual event, varying the focus from year-to-year to cover a wide range of housing development topics (p. 114).

**Objective 4.2:** Institute a periodic, informal networking get-together of individuals interested in housing development to extend the networks established at the Housing Summit.

- **Recommendation:** Utilize the networking opportunities recommended in the Capacity Building Program as an opportunity

to create ongoing relationships between non-profit organization and private development and financial organizations (p.111).

**Objective 4.3:** Encourage for-profit development corporations to partner with non-profit organizations when applying to City funded development programs.

- **Recommendation:** Expand private funding sources for affordable housing projects through the creation and encouragement of networking opportunities through the Capacity Building Program (p. 118).

**Objective 4.4:** Identify opportunities to implement programs utilizing initiatives from Fannie Mae, the Federal Home Loan Bank, and others.

- **Recommendation:** Take advantage of a wider array of financial initiatives by partnering with institutions dedicated to affordable housing development (p. 89).
- **Recommendation:** Encourage broad industry participation in networking opportunities created through the Capacity Building Program (p. 118).

### ***Goal 5: Improve program efficiencies.***

**Objective 5.1:** Assist a larger number of clients through benefit caps.

- **Recommendation:** Optimize the use of CDBG and HOME funding through the establishment of maximum benefit levels for housing programs (p. 94).

**Objective 5.2:** Target funding programs to concentrate the impact of redevelopment activities.

- **Recommendation:** Develop a neighborhood targeting system that designates manageable geographical areas as target neighborhoods, develops Target Neighborhood Plans, and recognizes that successful revitalization efforts require a commitment from the community (p. 93).



- **Recommendation:** Reserve 40% of the annual allocation of CDBG and HOME funding for eligible activities within the target neighborhoods (p. 95).

**Objective 5.3:** Establish a formal process for the evaluation of proposals.

- **Recommendation:** Create a formal request for proposal and proposal evaluation guidelines that would steer the process of awarding and distributing CDBG and HOME funds (p. 147).

**Objective 5.4:** Institute a technical advisory committee to provide input to the Community Development and HOME programs.

- **Recommendation:** Create a technical advisory committee to provide input into program priorities for the use of CDBG and HOME funding (p. 164).

**Objective 5.5:** Remove administrative barriers from the process.

- **Recommendation:** Processing and legal documents used by City for contracting with sub-recipients and program participants should be streamlined to fit a maximum of 60 days after allocation of funds (p. 164).
- **Recommendation:** Payment processing for payment to sub-recipient for performance should be streamlined to insure payment within 15 to 30 days of receipt of a complete and accurate invoice (p. 164).

**Objective 5.6:** Establish uniform monitoring and evaluation processes for internal and external agencies involved in the housing delivery system.

- **Recommendation:** The Housing and Community Development Department should implement a comprehensive system of monitoring and reporting that covers its own agencies, as well as grant contracts with non-profit sub-recipients (p. 184).

**Objective 5.7:** Provide web-based application and monitoring processes to facilitate program participation.

- **Recommendation:** Develop a virtual one-stop-shop, combining the services of the various departments involved in housing development with opportunities for non-profit housing developers

to be included in the overall picture of the housing delivery system (p. 157).

**Objective 5.8:** Reduce costs and improve efficiency of the housing rehabilitation assistance programs.

- **Recommendation:** Implement the Cottage Housing Model as an alternative to major rehabilitation assistance to over-housed elderly homeowners on the rehabilitation waiting list (p. 134).
- **Recommendation:** Promote self-help, corporate, and community-based initiatives aimed at housing rehabilitation through the use of a new non-profit organization whose purpose is the coordination of “Christmas in April” type events and the provision of a central tool and materials warehouse (p. 109)
- **Recommendation:** Provide rehabilitated homes for resale to qualified buyers through the use of HARP for homes acquired through the Cottage Housing Model (p. 136).
- **Recommendation:** Provide transitional housing in rehabilitated homes for intergenerational households through the Shared Housing Model (p. 142).

***Goal 6: Encourage urban design standards and amenities.***

**Objective 6.1:** Incorporate “defensible” neighborhood concepts into subdivision design.

- **Recommendation:** Develop street lighting and signage standards (p. 151).
- **Recommendation:** Buffer neighborhoods against non-residential traffic through street reconfiguration as shown in the Sunny Slope Urban Design Illustration (p. 154).

**Objective 6.2:** Improve image and identity of existing neighborhoods.

- **Recommendation:** Provide gateways and entrance treatments (p. 150).
- **Recommendation:** Create pocket parks in key locations within the neighborhoods (p. 151).

- **Recommendation:** Utilize drainage facilities as walking and jogging paths as shown in the Rosedale Urban Design Illustration (p. 152).
- **Recommendation:** Improve access to existing parks and open spaces (p. 151).
- **Recommendation:** Create community gardens (p. 151).
- **Recommendation:** Improve intersections and cross walks (p. 151).
- **Recommendation:** Develop street lighting and signage standards (p. 151).
- **Recommendation:** Landscape small areas left over from street widening or other basic infrastructure improvements (p. 151).